

THE LADY MARGARET SCHOOL
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

Haysmacintyre LLP
Chartered Accountants
Registered Auditors

Charity Number: 312701

Lady Margaret School

Reference and Administrative Details of the Academy, its Governors and Advisers

For the Period Ended 31 August 2023

Members

The Lady Margaret School Foundation

The London Diocesan Board for Schools

The Venerable Richard Frank, Acting Bishop of Kensington (appointed 01 September 2022, resigned 19 February 2023)

The Rt Rev'd Dr Emma Gwynneth Ineson (appointed 19 February 2023)

The Rev'd Penelope Seabrook, Chair of Trustees (resigned Chair of Trustees 27 September 2023)

Arabella Macintyre, Chair of Trustees (appointed Chair of Trustees 27 September 2023)

Trustees

Delrita Agyapong*

Saeema Ahmed-Kristensen

Justin Bairamian*

Maxine Boersma

Marianne Coates (resigned 30 October 2022)

Will Downs (appointed 01 September 2022)

James Ewins* (resigned 29th September 2023)

Kathryn Foulds

Clair Gordon (appointed 25 January 2023)

Severine Gould-Chanroux, Vice Chair (appointed Vice Chair 27 September 2023)

William Hunter

Hua Choong Kwan*

Martin Lodge (appointed 01 July 2023)

Arabella Macintyre, Vice Chair and Chair (resigned Vice Chair and appointed Chair 27 September 2023) *

Nigel Parker (resigned 28 February 2023)

Sarah Peart, Deputy Vice Chair

The Rev'd Penelope Seabrook, Chair (resigned Chair 27 September 2023) *

Paul Sloan

Louisa Smith (appointed 27 September 2022)

Alice Sparrow (appointed 27 June 2023)

Elisabeth Stevenson, Headteacher*

Andrew Thacker (appointed 26 May 2023)

Rea Zhubi (resigned 30 January 2023)

*members of the Finance and Resources Committee

Company Secretary

Alex Parker

Headteacher

Elisabeth Stevenson

Senior Leadership team

Sarah Denmark, Assistant Headteacher

Harriet James, Assistant Headteacher

Nicola Lupton, Deputy Headteacher

Hollie Mellor, Acting Assistant Headteacher (appointed 01 September 2022)

Alex Parker, Bursar

Charlotte Walton, Assistant Headteacher and Director of Sixth Form

Sarah Webber, Deputy Headteacher

Company Registration Number

08156535

Registered Office

Lady Margaret School

9 – 15 Parsons Green Lane

London

SW6 4UN

Independent Auditors

Haysmacintyre LLP

10 Queen Street Place

London

EC4R 1AG

Bankers

Lloyds Bank

25 Gresham Street

London

EC2V 7HN

Governors' Report

For the Period Ended 31 August 2023

Solicitors

Winkworth Sherwood
Minerva House
5 Montague Close
London
SE1 9BB

The Governing Body present their annual report together with the financial statements and auditor's report of the charitable company from the 1 September 2022 to 31 August 2023.

Structure, governance and management

Constitution

Lady Margaret School Academy Trust is a private company limited by guarantee and an exempt charity. The charity's Memorandum and Articles of Association are the primary governing documents of the Academy Trust.

The Governing Body act as the trustees for the charitable activities of the Lady Margaret School Academy Trust and are also directors of the charitable company for the purposes of company law. The charitable company is known as Lady Margaret School.

Lady Margaret School is a Church of England School for girls aged 11 – 18 and is located in Parsons Green, South West London.

The charitable company was formed on the 25 July 2012.

On the 1 September 2012, Lady Margaret School converted to an Academy under the Academies Act 2010.

Details of the governors who served throughout the period except as noted are included in the Reference and Administrative Details on page 1.

Members' liability

There are four members of the charitable company and each member of the charitable company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities before they ceased to be a member.

Governors' Report (continued)

Governors Indemnities

The Governing Body of the Charitable Company have been indemnified in respect of their legal liability resulting from financial loss arising as a result of a negligent act, accidental error or omission in the course of their official duties. The limit of this indemnity is unlimited.

Method of recruitment and appointment and election of Governors

The number of governors shall not be less than three but shall not be subject to any maximum.

In accordance with the Memorandum and Articles of Association the Academy Trust shall have up to 11 Foundation Governors, 3 Staff Governors, up to 2 Local Community Governors, up to 3 and not less than 2 Parent Governors, Co-opted Governors and the Headteacher. Additional and Further Governors may be appointed in line with the Memorandum and Articles of Association.

The Members appoint the 11 Foundation Governors. The Members appoint 1 Local Community Governor, The Governing Body appoint 1 Local Community Governor (and will invite the LA to propose the candidates). The Headteacher is an Ex Officio Governor. Parent Governors are Parents/Carers of students within the school at the time of their election. They are elected by Parents/Carers of students by secret ballot. The Staff Governors are members of staff at the time of the election. They are elected by members of staff by a secret ballot.

Policies and procedures adopted for the induction and training of Governors.

New governors have a meeting with the Chair of Governors and the Headteacher in addition to receiving a tour of the school. An induction pack is provided by the Clerk to The Governing Body which contains documentation relevant to the governance and management of the school.

Training of new governors is tailored accordingly and those requiring guidance on the roles of governors are provided with external training from the Local Authority or the London Diocesan Board of Schools and through internal meetings and discussion with other staff and governors.

Organisational structure

Lady Margaret School is governed by a Governing Body composed of directors and trustees of the company constituted under the Articles of Association of the Academy Trust. The Governing Body acts in accordance with the Funding Agreement and the Articles of Association.

To discharge their responsibilities effectively The Governing Body has established a scheme of delegation and committee structure with their own terms of reference who in turn report back to The Governing Body.

Governors' Report (continued)

The Governing Body meets every term except in the autumn term whereby an additional Annual General Meeting is held. The committees meet every term.

The committees are as follows:

- Finance and Resources Committee
- Audit and Risk Management Committee
- Curriculum Committee
- Staffing and General Purposes Committee
- Admissions Committee

There are also occasional committees which meet as when required throughout the year.

Ms Elisabeth Stevenson is the Accounting Officer for the Academy Trust.

The Senior Leadership Team controls the running of the Academy at an executive level and implements the policies and decisions of The Governing Body through the agreed schemes of delegation.

The Governing Body have an approved scheme of financial delegation that allows financial responsibilities to be delegated within appropriate limits to facilitate the effective running of the academy.

Arrangements for setting pay and remuneration of key management personnel

Lady Margaret Academy Trust operates a pay policy which is reviewed annually and is subject to staff and trade union consultation.

The Pay Policy for 1 September 2022 to 31 August 2023 set out the pay ranges for the school's senior leadership team; the Headteacher, the Deputy Headteachers, the Assistant Headteachers and the school Bursar.

The above pay policy has regard to the guidance contained within the School Teacher's Pay and Conditions Document 2022 ('STPCD September 2022'), ESFA Academy Trust Handbook 2022 and Ofsted guidance. The policy also has regard to the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (the "Green Book") and any local terms and conditions of employment for support staff. In addition the policy is subject to the provisions of The Governing Body's TUPE Letter, 4 May 2012 to trade unions and staff.

Governors Report (continued)

Governors' Report (continued)

Trade Union Facility Time

In accordance with schedule 2 of the Trade Union (Facility Time Publication Requirements) Regulations 2017, the Trade Union Facility Time for the period 01 April 2023 to 31 August 2023 was as follows:

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
3	3

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	3
1%-50%	
51%-99%	
100%	

Percentage of pay bill spent on facility time

Total cost of facility time	£1,098
Total pay bill	£5,086,461 – (£112,131 Supply) = £4,974,330 tbc
Percentage of total pay bill spent on facility time, calculated as: (total cost of facility time / total pay bill) x 100	0.022%

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as: (total hours spent on paid trade union activities by relevant union officials during the relevant period / total paid facility time hours) x 100	100%
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Governors' Report (continued)

Connected organisations, including related party relationships

Lady Margaret Academy Trust is connected to the London Diocesan Board for Schools, The Bishop of Kensington, The Lady Margaret School Foundation and the London Borough of Hammersmith and Fulham.

The London Diocesan Board for Schools is one of the four members of the Lady Margaret School Academy Trust and party to the Supplemental Agreement of the Academy Trust Funding Agreement. The supplemental agreement is in place to enable the Academy Trust to occupy the land and buildings in which it occupies, which is owned by The Lady Margaret School Foundation.

The Bishop of Kensington is a member of the Academy Trust.

The Lady Margaret School Foundation is a charity established to manage monies held in trust for Lady Margaret School and owns the land titles for the buildings and land occupied by the school.

Lady Margaret is situated within the London Borough of Hammersmith and Fulham (LBHF) and has a relationship with the Local Authority (LA) as a secondary education provider.

Governors' Report (continued)

Objectives and Activities

Objects and Aims

The principle activity of the Academy Trust is set out in the Articles of Association. The Academy Trust's objects ('Objects') are specifically restricted to the following:

To advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a Church of England school which shall offer a broad and balanced curriculum and shall be conducted in accordance with the principles, practices and tenets of the Church of England, including any trust deed governing the use of the land used by the Academy both generally and in particular in relation to arranging for religious education and daily acts of worship and having regard to any advice issued by the Trustees.

In furtherance of the object but not further or otherwise the Academy Trust may exercise additional powers as set out in the Memorandum and Articles of Association.

Objectives, strategies and activities

Lady Margaret School is a Church of England school for girls aged 11 to 18. Founded by Miss Enid Moberly Bell in 1917.

The school became an Academy Trust on 1 September 2012.

In setting our objectives and planning our activities the trustees have carefully considered the Charity Commission's general guidance on public benefit.

The priorities for the school over the period are reflected in the School Development Plan 2022 - 2023. These are identified by the Senior Leadership Team following discussions with The Governing Body.

School Development Plan 2022-2023

The development priorities for 2022-2023 that were contained within the School Development Plan were as follows:

1. To sustain recent changes in order to maintain excellent progress for all, including those in disadvantaged groups, at each key stage
2. To support the well-being of all members of the school community
3. To support the professional development of our staff team
4. To maintain the school's financial stability

The school development plan is reviewed regularly by the Senior Leadership Team and each priority by the appropriate Governing Body Committee. Each priority was provided with a clear set of aims and within each aim a number of foci were set for the period 2022-2023. Each priority is underpinned with a link to the Christian character of the school, the identification of key strategies and the people required to deliver each goal, along with the success criteria which need to be met.

Governors' Report (continued)

Public Benefit

In setting our objectives and planning our activities the trustees have carefully considered the Charity Commission's general guidance on public benefit.

As a school, we aim to give all our students a 'goodly heritage': an exceptional education, a wide range of opportunities and extra-curricular activities, and a chance to contribute to and be part of a strong community.

As a Church of England academy, we are rooted in our Christian faith, and reaching to everyone. We encourage an understanding of the meaning and significance of faith, and our Christian values underpin how we work together as a community.

Aims:

1. To provide an exceptional education, with outstanding Teaching and Learning
2. To develop our students into confident, curious and compassionate young adults
3. To develop a staff team who model high expectations and who work together and support each other
4. To sustain the financial stability of our school
5. To sustain and develop our Christian ethos, as a community rooted in our faith and welcoming to all

We aim to offer a safe, inclusive, caring and intellectually demanding environment to enable all our students to benefit from an outstanding secondary education. To this end we will:

- Help students to develop Wisdom: to develop lively and inquiring minds, to develop the ability to question and to articulate ideas rationally and clearly
- Develop our students into curious and confident learners who are resilient and resourceful in their approach to education and to life
- Ensure that our curriculum is both accessible and challenging for everyone, enabling each student to develop her best qualities in mind, body and spirit and help her to make excellent progress thereby fulfilling her potential
- Ensure that students are able to participate in a wide range of opportunities beyond the classroom, including clubs and trips, so that we broaden students' horizons and open opportunities and pathways for all, giving students Hope and ambition for the future
- Promote understanding of our social, economic and political context, both locally and globally, helping students to approach 'big' questions and problems with a reasoned set of attitudes, values and beliefs and a commitment to both Justice and Friendship
- Promote among our students an awareness of community and society and help them to show concern for the environment, to value God's Creation
- Promote knowledge and understanding of other cultures, religions and ways of life
- Support the development of the well-being of every member of our community, helping each girl to develop a sense of self-respect and self-worth in a school characterised by Trust, Compassion and Service to our community

The highest standards of behaviour are demanded at all times: there is school uniform from Year 7 to Year 11 and full parental co-operation in maintaining high standards is expected.

Governors' Report (continued)

Our Behaviour for Learning Policy has been updated and approved by governors as of February 2023 so as to support clear and consistently high expectations of behaviour; girls are expected to respect everyone in the school community. The school prides itself on helping all girls to get the best possible outcomes at GCSE and A Level to maximise the opportunities available to them in higher education and employment.

Lady Margaret is a church school, although not all students are practising Anglicans. As a school community, we are rooted in our Christian faith but reach out to all. Our daily worship frames and shapes the school day, with formal assemblies and form group worship at the start of the day, and prayers at the end of afternoon registration. The school has its own small chapel.

All students are encouraged to support the school's chosen charities. This work is overseen by our School Chaplain. Many senior girls are involved in charity work and volunteering both within the school and in the local community. Many senior girls act as mentors to girls in the lower school. This year we have continued to support 'Glass Door', a charity run by local charities for the homeless, as well as Hammersmith & Fulham Food Bank. An important part of our understanding of our school motto is that we seek to support a 'goodly heritage' for others, especially those not able to access education.

The Curriculum

The school teaches a broad and balanced curriculum within the constraints of a small site. GCSE examination courses are taught in years 10 and 11. Fifteen A-level subjects are offered in the Sixth Form. All girls in the Sixth Form are studying for A-levels and nearly all go on to higher education. The curriculum supports the needs of all our learners. For example, some girls at Key Stage 4 have timetabled 'Curriculum Support' to give them extra time for studying English and Maths with subject specialists, and at the same time around a third of girls each year sit three Sciences at GCSE. A small group of girls study Latin as part of a partnership with St. Paul's School.

The school provides a wide programme of extra-curricular activities and girls are encouraged to take on at least one. There are many opportunities for girls to participate in the musical life of the school.

Although PE facilities are limited, the school is affiliated to external sporting groups. Street Dance is popular and in recent years the school has participated in the national Rock Challenge Dance Competition. Girls also take part in Rowing at Fulham Reach. There are Debating and Creative writing clubs run by the English Department.

During a week at the end of the summer term all girls in Key Stage 3 are offered a variety of special activities and residential trips in the UK and further afield. This time is seen as an important part of the curriculum and gives girls the opportunity to develop qualities of leadership, self-reliance and self-respect.

Governors' Report (continued)

Strategic Report

Achievements and Performance

Headline figures for exam results from Summer 2023 are as follows:

	English Language	English Literature	Mathematics	Both English and Maths
Grade 4 or above	98%	97%	92%	92%
Grade 5 or above	90%	94%	86%	85%

63% of students attained the English Baccalaureate. These are students who attained 5 GCSEs with a minimum of Grade 4 for English and Maths, and a minimum of a grade 4 in three other 'E Bacc' subjects, which are Sciences, History, Geography, French and Spanish.

The overall Attainment 8 score is 65.77. 51% of grades in total were 9-7 and 84% of grades were 9-5. The average points score is 6.29. The 2023 Attainment 8 scores are very similar to those from 2022; there has not been a 'dip' in results at GCSE, despite the national picture which shows a decrease in top grades being awarded.

The Progress 8 score for 2023 for the Year 11 cohort is 0.83, putting the school in the 'well above average' category nationally. The Progress 8 score for disadvantaged students is 0.76, significantly above national figures for both disadvantaged and non-disadvantaged groups.

A Level Results

Overall, 45% of grades were A*-A, 80% of grades were A*-B and 92% of grades were A*-C.

20% students attained at least three A/A* grades at A Level, which is a fantastic achievement. There were eight A* grades in English Literature, five in History and three each in Maths, Art and Religious Studies. In Physics, Drama, History of Art, Religious Studies, Spanish, French, Further Mathematics no student attained below a C grade. In addition, the results for students who submitted an Extended Project Qualification are excellent.

This Autumn our girls will be starting courses in many different subjects, at universities right across the country, including:

Apprenticeship, British Airways
Dentistry, King's College London
Politics and International Relations, University of Bath
Medicine, Newcastle University
History, University of Edinburgh
Psychology and Behavioural Sciences, University of Cambridge
History of Art and French, University of Bristol
Theology and Religion, University of Oxford
Medicine, University of St. Andrews
English, University of Bristol

Governors' Report (continued)

Electronic Music Production, BIMM University
Nursing, King's College, London
History and Politics, University of Sussex
Architectural Engineering, University of Leeds
English, University of Liverpool
Forensic Science, University of Bristol
Economics and Finance, Newcastle University
Art and Design, University of Leeds
Criminology, University of Bath
Health and Human Sciences, University of Durham

Staff are observed teaching three times during the academic year. Lesson observations are done by pairs of staff to support sharing good practice and developing consistency across the school. The second round of lesson observations in the year are 'teaching observations' to allow a more experienced member of staff to observe with a newer colleague to discuss and identify areas of good practice for the newer member of staff to adopt in their own lessons. For Early Career Teachers, there is a programme of meetings with the Deputy Headteacher, to enable staff to reflect on and improve their practice. There is a CPD programme for middle leaders which is integrated into the programme of meetings run for Heads of Departments and Heads of Years, which is run by the Senior Leadership Team. All members of teaching staff are members of Research and Development Groups, which work across department/subject teams. Each group focuses on a different aspect of pedagogy or professional practice and then provides feedback to colleagues to share good practice.

Key Performance Indicators

The key indicators used by The Governing Body to assess the performance of the school are:

Financial Key Performance Indicators

- The setting of a balanced budget which meets the needs of teaching and learning (with an adequate reserve)
- Distribution of restricted and unrestricted income as a percentage of total income
- Revenue expenditure as a percentage of total income
- Year-end surplus as a percentage of total income and opening balance
- Liabilities as a percentage of current assets
- Outstanding VAT Claims

Non-Financial Key Performance Indicators

- Results in Public Examinations
- The quality of teaching and learning
- Student progress in all year groups
- Student and parent satisfaction
- The continued oversubscription of the school in Year 7
- The continued high number of applications to the Sixth Form
- Information from the School Improvement Partner, the LDBS and LBHF
- External audits and inspections

Governors' Report (continued)

Financial Key Performance Indicators

The school can measure its performance against these Financial Key Performance Indicators over the period 2022/2023 as follows:

The school set an in-year revenue surplus budget of £25,514 in 2022-2023 which was managed throughout the year to realise a revenue deficit £115,251.

The budgeted distribution of total income was 94.7% restricted income and 5.3% unrestricted income. At year end, 91% of total income was restricted income and 9% of total income was unrestricted, representing a (-3.7%) and 3.7% variance. The variance of actuals against budget indicates a higher than budgeted amount of unrestricted income was received in year which was derived from school events, trips and Activities Week. The amount of restricted income received was 103% of budget and unrestricted income received was 181% of budget. Therefore, unrestricted income was not received in lieu of restricted income, both income streams were higher than budgeted.

Revenue expenditure as a percentage of total revenue income was 101% at year-end representing a 1% variance against budget. The variance across all areas of expenditure at year end varied between (-3.2)% and 3.8% which reflected the higher than budgeted salary increases, high inflation and high energy costs. The overall low variance indicates that the school's budgeting, monthly monitoring, governance and financial management is robust and effective and that despite the variances across the budget the school was still able to manage expenditure within its available income within the year.

The school's year end surplus as a percentage of total income and opening balance was budgeted at 10.6%. At year end the surplus was 8.6% a variance of (-2.1)%. The variance is reflective of an overall increase in income of 8% against budget which has reduced the percentage calculation of the year end surplus. However the increase income did not benefit the year end surplus due to higher than budgeted expenditure which resulted in a budget deficit at year end.

The school has maintained its liabilities as a percentage of current assets at between 4% and 5% throughout the year. At year end the school has 0% / £1k of liabilities as a percentage of current assets. This indicates that the school is managing its cash-flow adequately by securing regular and consistent income streams and managing expenditure within its cash limitations.

The school reconciles and reclaims VAT on a monthly basis. The school operates one month in arrears between VAT paid and VAT reclaimed. There is an insignificant material difference between VAT paid and VAT reclaimed on the general ledger. This indicates that the school is robustly managing its VAT debtors and ensuring that adequate cash-flow is maintained.

Non-Financial Key Performance Indicators

Both GCSE and A level results were improved against previous years, with positive value-added scores at both GCSE and A Level. The quality of teaching learning was assessed to be at least good overall and outstanding in many curriculum areas through a programme of performance management and lesson observations.

Governors' Report (continued)

A number of opportunities were used during the year to assess students' views. Student Voice feedback showed that students valued the quality of teaching they receive, that they were welcoming of all opportunities to express their views and to share their experiences.

Parent feedback is gathered through questionnaires at Parents' Evenings. Overall, feedback from these questionnaires shows very positive satisfaction with the school. The school continues to receive many messages of support from parents and governors who are appreciative of the work that the schools does.

The results for 2023 show very positive value-added data and excellent attainment scores. This can be corroborated by the school's ALPS scores. The school's ALPS quality indicator score for A Level was assessed at 2 in 2021-2023, maintaining the high value-added scores from the previous year.

The school was fully subscribed across years 7 to 11 with a waiting list in place for all year groups. The year 12 intake into the Sixth Form in 2021/2022 remained stable against previous years.

Going concern

The Governing Body review three year forecasts termly which model funding, pupil numbers, staffing costs and non-staffing costs and free reserves. In addition to reviewing three year forecasts the Governing Body also receive monthly budget monitoring and cashflow reports and remain assured that effective financial internal controls are in place.

The £115K deficit out turn for 2022/2023 before actuarial gain was predicted as early as October 2022 and in response the school was able to submit a budget and three year forecast for 2023/2024 to 2026/2027 which ensured that the in year budget will be returned to a surplus by 2024/2025 and that the school's Reserve Policy will not be breached in the period up to 2026/2027. The school's management team will seek to deliver the structural changes required in order to realise this position with Governing Body oversight.

After making appropriate enquiries, The Governing Body has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

Financial Review

Most of the school's income is obtained from the Education and Skills Funding Agency (ESFA) in the form of the General Annual Grant (GAG), the use of which is restricted for education purposes. The total restricted income for the period (excluding Fixed Asset Funds) was £5,758,517 (2022: £5,450,814). The total restricted expenditure for the period was £5,831,517 (2022: £5,796,814). The surplus/deficit of expenditure over income for the period excluding any fixed asset and pension transactions was £73,000. (2022: Deficit £346,000).

Governors' Report (continued)

The school also has a large unrestricted income stream which is primarily derived from charitable donations and trading activities. The total unrestricted income for the period was £536,984 (2022: £324,882). The total unrestricted expenditure for the period was £632,498 (2022: £199,682). The surplus/deficit of expenditure over income for the period excluding any fixed asset and pension transactions was £95,514. (2022: surplus of £125,200).

The restricted fixed asset fund includes the book value of fixed assets and any unspent restricted asset grants provided by the DfE and local authority. Total fixed asset income is £83,283 (2022: £20,944). The restricted fixed asset fund balance is reduced by annual depreciation charges over the useful life of the assets concerned plus improvements to the buildings owned by Lady Margaret School; expenditure of £30,000 (2022: £0) has been made in the current year. The balance of the fund at the period end totalled £113,644 (2022: £60,381) (including transfers), which is in line with the net book value of assets held on the balance sheet, plus any unspent capital funds.

During the year ending 31 August 2023, total income of £6,295,481 (2022: £5,775,696) (excluding restricted fixed asset funds) was lower than expenditure of £6,464,015 (2022: £5,996,496) (excluding fixed asset costs) by £168,534 deficit (2022: Deficit 220,800).

Although the school set a £26k surplus budget for 2022/2023, the school was required to manage higher than budgeted salary increases for both teaching and non-teaching staff in 2022/2023 which added an additional expenditure of £162,875 to the budget. Energy costs were also higher than budgeted as result of market conditions which added a further £30,902 of additional expenditure to the budget. The high inflation rates experienced during 2022/2023 meant that cost increases were seen across all areas of expenditure. The combined impact of higher than expected expenditure resulted in the budget moving from a planned surplus into a deficit over the course of 2022/2023.

The school took on pension liabilities relating to staff members transferred from its predecessor school that were part of the Local Government Defined Benefits pension scheme.

As at 31 August 2023, the scheme's liabilities exceeded its assets by £358,000 (2022: £1,105,000). Where the amount of pension scheme assets being held is less than the liability value, the implication is that we will eventually need to make good this deficit. It is therefore treated as a provision in our financial statements, although this does not need to be paid immediately, nor does it affect the current cash contributions paid by us as an employer to the local government pension scheme.

Reserves Policy

As at the 31 August 2023 the value of the school's free reserves was £482,567 (2022: £609,799). The total reserve sum recognises a £113,644 (2022: £60,381) balance of restricted funds (excluding pension reserve) and a £596,838 (2022: £692,352) balance of unrestricted funds. There were total funds of £352,482 which includes the pension deficit of £358,000.

The Governing Body will maintain their existing reserve policy of a minimum reserve of £250,000 over a three-year period 2022/2023 - 2024/2025.

Governors' Report (continued)

As part of the financial procedures in place within the school, the reserve levels are consistently monitored as part of the budget monitoring process, both at governor level through the Finance Committee and monthly by the Headteacher and Bursar. Financial reporting to The Governing Body is in place, whereby each month they receive budget monitoring and cash flow reports, in addition to the detailed reporting which takes place at the Finance and Resources Committee meetings and the report from the Chair of the Finance and Resources Committee to The Governing Body.

The school has a budget in place for 2023/2024 and a budget forecast to 2026/2027 in which the school's reserve limit is maintained at all times and is forecast to increase in excess of £250k. Any free reserves that fall above the school's reserve limit will continue to support the fiscal stability and sustainability of the school budget and mitigate the challenges from high levels of inflation, high energy costs and pay increases which are expected to be in excess of funding increases. The age of the school buildings also requires ongoing and future investment in maintenance and improvements.

Material Investments policy

The Academy adopts a prudent and cautious approach to the investment of surplus funds and maintains funds in a current account to provide for day to day operations. This is a short-term deposit low risk bank account.

Principal Risks and Uncertainties

The Audit and Risk Management Committee has responsibility to co-ordinate the identification and management of financial and non-financial risks.

A comprehensive risk register is in place for the whole school which reviews the strategic risk areas of Finance, Compliance, Information and Data, Pupil Outcomes, Reputation, Estates and Facilities, People and Culture and Governance.

A Risk Appetite Statement has also been put in place which identifies The Governing Body's approach to risk management. Across the areas of Financial, Pupil Outcomes, Reputation and Estates and Facilities the risk was defined as 'Averse'. Across the areas of Compliance, Information and Data, People and Culture and Governance the risk was defined as 'Cautious'.

The school defines 'Averse' as being prepared to accept only the very lowest levels of risk, with the preference being for very safe decision making and strategy implementation, while recognising there may be little opportunity for innovation or the exploitation of new opportunities.

The school defines 'Cautious' as being willing to accept some low risk, while maintaining an overall preference for safe decision making and strategy implementation, despite the probability that there is restricted potential for innovation and increased outcomes and benefits.

Consideration was provided to the risk areas of Compliance and Estates and Facilities and governors responsibility to ensure that the school's estate is safe, well maintained and complies with relevant regulations. Governors considered risks across these areas of Compliance and Estates and Facilities to be well managed with all residual risks being rated as either low or medium.

Governors' Report (continued)

The Audit and Risk Management Committee determined through the process of reviewing the school's risk register that the principal risks facing the academy were; Complete or partial loss of data due to an act of cybercrime and Governance. As follows:

- Complete or partial loss of data due to an act of cybercrime

In 2021/2022 it was recognised that increasing incidences of cybercrime in general presented a significant threat to the school's data and its restoration in the event of a cyberattack. The Audit and Risk Management Committee therefore decided to add 'Complete or partial loss of data and IT through an act of cybercrime' as a principal risk to the risk register.

An internal scrutiny was commissioned by the Audit and Risk Management Committee in both 2021/2022 and 2022/2023 to identify any weaknesses in the school's data security and IT procedures and provide recommendations on how to improve the school's procedures and mitigate risk.

In 2021/2022 A reasonable assurance was provided, six recommendations were made; three low and three medium. Four recommendations were accepted by the school and implemented. An audit of the school's data assets and their Restore Point (RPO), Restore Time (RTO) and Retention Time (RT) metrics was also undertaken and Governors also reviewed the school's Cyber Response Plan to fully restore IT services in the event of a total loss of data through IT failure or an incident of cybercrime.

In 2022/2023 it was determined that although the school had a global approach in place to managing a cyberattack a detailed IT Disaster Recover Plan was required in order to list the necessary steps required to completely restore the school's IT services in the event of partial or total loss. In addition, the school commissioned a cyber security audit which evaluated the school's compliance with current DfE and ESFA expectations and the IASME Governance standard for information security governance including the Cyber Essentials scheme. The school also commissioned a vulnerability assessment through internal and external penetration testing.

The school was judged to be above average in the number of areas that were non-compliant when compared to similar audited schools. i.e. The school had fewer than average non-compliant areas. Fifteen recommendations were made and eight were agreed, four were partially agreed and three were rejected by the school.

The vulnerability and device configuration reviews found network and device security to be of a reasonable standard, recommendations were made in each review and the risk findings which were made have since been mitigated.

The school believes that the internal scrutiny it has conducted over 2021/2022 and 2022/2023 has been of sufficient breadth and depth to identify and mitigate all cybercrime risks and as a result the residual risks across these areas have been adjusted to 'Medium' risk from 'High' risk.

Governors' Report (continued)

- **Governance**

With over 50% of the Governing Body being comprised of governors with two years of service or less, it was determined by the Audit and Risk Management Committee that although each risk relating to school Governance was assessed as low risk in itself, there was an overall risk that the skill set and experience of the Governing Body was not sufficient to ensure that the Governing Body was compliant with its obligations and duties, particularly in the context of Ofsted.

An Internal Scrutiny was commissioned to review the school's governance, monitoring structures and delegations against the Ofsted framework to ensure that governance was having a real impact in outcomes, which concluded that Lady Margaret School is well led by a strong leadership team and supported by its Governing Body.

The Internal Scrutiny identified that the school's governance could be improved if it was more strategically focused and its work was driven less by the 'here and now' and more by future strategy. It also identified that governors need to further develop their knowledge of the school and have more confidence to ask the right questions which in turn will stimulate meaningful debate.

Fifteen recommendations were made in the Governance Review and Governors are working to distil the recommendations into an action plan for 2023/2024. The action plan will form a core part of the work of the Governing Body in 2024/2025.

Principal Funding

The majority of the school's income is obtained from the Department of Education via the Education Funding Agency in the form of a General Annual Grant (GAG), the use of which is restricted to the objects of the Academy Trust. The GAG received during the period covered by this report and associated expenditure is shown as restricted funds in the Statement of Financial Activities.

The school also generates income through rental income and funds collected through fundraising activity.

In addition, The Governing Body brought a surplus carry forward from 2021/2022 into 2022/2023 in line with its reserves policy.

Expenditure for the period covered by this report was covered by GAG and other grants received from the DfE and other income, such as voluntary income and activities for generating funds, and reserves.

As at the 31 August 2023 total income of £6,295,501 (excluding restricted fixed asset funds) was lower than expenditure of £6,464,015 (excluding fixed asset costs) by £168,514.

Fundraising

As defined by the provisions of the Charities (Protection and Social Investment) Act 2016 the principal vehicle by which the school fundraises is through the Lady Margaret School Rose Fund (The Rose Fund).

Governors' Report (continued)

The Rose Fund is audited in line with all Academy funds and declared as unrestricted income and expenditure. The Lady Margaret School Rose Fund is governed by the school's Financial Regulations, overseen by the Finance Committee of The Governing Body and controlled on a day to day basis by the Headteacher in their capacity as Accounting Officer.

The Rose Fund seeks to raise voluntary funds from the parents and carers of current students. In 2022/2023 the Rose Fund campaigned specifically to raise money for extra- curricular opportunities and to support balancing the school budget in order to enhance the educational experience for all of the school's students.

In 2022/2023 The Rose Fund raised £187,602 from parents and carers.

In 2022/2023 parents and carers received a number of contacts from the school requesting a voluntary donation. There were 1965 contacts to 763 families across seven campaigns. The campaigns ranged from direct phone and email contact to the parents and carers of year 7,8 and 13 students, a 'Welcome' booklet for the families of year 7 and 12 students, a survey to year 8 parents and carers, a leaving gift letter for year 13 and a donor and non-donor brochure for parents and carers across all year groups. The school now routinely contacts a donor when their regular payment is stopped in order to get the payment reactivated. Work is on-going with major donors to maintain and grow relationships with the school.

Fundraising activity in 2022/2023 saw a 22% increase in donations from 2021/2022 with the largest increases being seen in years 7 and 8. 32% of the school's parents and carers are now donating to the Rose Fund and the number of donors is being retained across all year groups, year to year.

No external fundraisers or commercial organisations are used to raise funds. The Rose Fund is managed internally by school administration staff and the school employs a part time Head of Fundraising with the responsibility to fundraise for the school.

The cost to the school in 2022/2023 of fundraising activity was £18,255 (2022/2023), £14,759 (2021/2022)

Plans for Future Period

Our school motto comes from Psalm 16, 'I have a goodly heritage'. This motto inspires all aspects of our life as a community, from strategic governance to daily routines.

We seek to build a goodly heritage for each student during their journey with us. Students leave LMS with a goodly heritage based on the quality of education they have received, the personal relationships they have built, and the extra-curricular experiences they have enjoyed.

Our goodly heritage is rooted in Christ. The 'boundary lines have fallen to us in pleasant places' because of the gifts and blessings we have from God. These support and sustain us through difficult times and we trust in God's love for each member of our community. Our goodly heritage is given to us through God's love, lived by us through His Grace and built for others through our faith.

Governors' Report (continued)

Our goodly heritage inspires us to help all students to develop as confident, curious, creative and compassionate young people: confident in themselves as made in the image of God, curious about the world God created, creative in their interactions with this world, and compassionate to all. Our Christian vision frames and shapes each day at Lady Margaret School. It is evident in the positive relationships, the aspirations and the hard work of all members of our community.

The School Development Plan continues to set the following overarching aims for 2023-2025:

1. To provide an exceptional education, with outstanding Teaching and Learning
2. To develop our students into confident, curious and kind young adults
3. To develop a staff team who model high expectations and who work together and support each other
4. To sustain the financial stability of our school
5. To sustain and develop our Christian ethos, as a community rooted in our faith and welcoming to all

The development priorities for 2023-2025 contained within the School Development Plan are as follows:

1. To sustain recent changes in order to maintain excellent progress for all, including those in disadvantaged groups, at each key stage
2. To support the well-being of all members of the school community
3. To support the professional development of our staff team
4. To maintain our financial stability

The School Development Plan will be reviewed regularly by the Senior Leadership Team and each priority by the appropriate Governing Body Committee. In turn each priority is underpinned with a strategy and timeframe, an assessment of budget and resources required to achieve the priority, success criteria and the identification of any future implications.

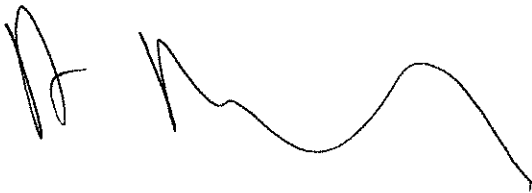
Auditors

In so far as The Governing Body are aware:

1. There is no relevant information of which the charitable company's auditor is unaware; and
2. The Governing Body have taken all the steps that they ought to have taken to make themselves aware of any relevant information and to establish that the auditor is aware of that information

The Auditors Haysmacintyre were reappointed for a five-year period at the Annual General Meeting in December 2022 following a retendering of the school's audit services during 2022. The school is pleased to be continuing its long running association with Haysmacintyre.

Governors' report, incorporating a strategic report, approved by order of The Board of Governors, as the company directors on the 13 December 2023 and signed on the board's behalf by:

A handwritten signature in black ink, appearing to be 'Arabella Macintyre', written in a cursive style.

Arabella Macintyre
Chair of Governors

13 December 2023

Governance Statement

Scope of Responsibility

As governors we acknowledge we have overall responsibility for ensuring that Lady Margaret Academy Trust has an effective and appropriate system of control, finance and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can provide only reasonable and not absolute assurance against material misstatement or loss. As governors, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for governance.

The Governing Body has delegated the day to day responsibility to the Headteacher as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the Funding Agreement between Lady Margaret Academy Trust and the Secretary of State for Education. They are also responsible for reporting to The Governing Body any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in The Governing Body's report and in the Statement of Governors' Responsibilities. The Governing Body has formally met four times between 1 September 2022 – 31 August 2023. Attendance during the period at meetings of The Governing Body was as follows:

Governor	Meetings Attended	Out of a Possible
Delrita Agyapong	4	4
Saeema Ahmed-Kristensen	4	4
Justin Bairamian	3	4
Maxine Boersma	2	4
Marianne Coates	0	1
William Downs	4	4
James Ewins	3	4
Kathryn Foulds	4	4
Clair Gordon	1	2
Severine Gould-Chanroux	3	4
William Hunter	2	4
Hua Choong Kwan	1	4
Martin Lodge	1	1
Arabella Macintyre, Vice Chair	4	4
Nigel Parker	2	2
Sarah Peart, Deputy Vice Chair	3	4
The Rev'd Penelope Seabrook, Chair	4	4
Paul Sloan	3	4
Louisa Smith	3	4
Alice Sparrow	1	1
Elisabeth Stevenson, Headteacher	4	4
Andrew Thacker	1	1
Rea Zhubi	0	2

Governance Statement (continued)

The Finance and Resources Committee is a sub-committee of the main Governing Body. Its purpose in consultation with the Headteacher and Bursar is to:

- Consider the academy's DFE/ESFA funding, draft the academy's budget and recommend to governors, receive and make recommendations on the budget headings and areas of expenditure, including the use of any contingency funds or reserves. Monitor, review and authorise expenditure on a regular basis.
- Contribute to the formulation of the academy's development plan and to liaise and receive reports from the staffing and curriculum committees and to make recommendations as appropriate.
- Receive the auditor's report and recommend to governors including the appointment of auditors.
- To review and determine financial policies and procedures, prepare financial statements for filing with external agencies, ensure that the school operates within the guidelines set out in the Academy Trust Handbook, complies with the conditions of its Funding Agreement and ensure that the financial returns required by the ESFA are completed.

Attendance at meetings in the year was as follows:

Governor	Meetings Attended	Out of a Possible
Delrita Agyapong	1	2
Justin Bairamian, Chair of Finance Committee	3	3
James Ewins	2	3
Hua Choong Kwan	2	3
Arabella Macintyre	3	3
The Rev'd Penelope Seabrook	3	3
Elisabeth Stevenson	3	3

The Audit and Risk Management Committee is a sub-committee of the main Governing Body. Its purpose in consultation with the Headteacher and Bursar is to:

- Direct the academy's programme of internal scrutiny and to ensure that risks are being addressed appropriately through internal scrutiny. Report to the Full Governing Body on the adequacy of the academy's internal control framework, including financial and non-financial controls and management of risks.
- Agree a programme of work annually to deliver internal scrutiny and who will undertake that work. Also, to review the risk register to inform the programme of work.
- Consider reports and recommendations presented to the committee and review progress against addressing the recommendations.

Governance Statement (continued)

- Consider outputs from other assurance activities by third parties including ESFA, governance reviews, audits and investigations. The committee will have access to the auditor as necessary.

The committee has met two times in 2022/2023. Attendance at meetings in the year was as follows:

Governor	Meetings Attended	Out of a Possible
Justin Bairamian, Chair of Finance Committee	1	2
James Ewins, Chair of Audit and Risk Management Committee	2	2
William Hunter, Chair of Staffing and General Purposes Committee	2	2
Nigel Parker Chair of Admissions Committee	2	2
Arabella Macintyre, Chair of Curriculum Committee	1	2
The Rev'd Penelope Seabrook	2	2
Elisabeth Stevenson	2	2

Governance Review

After serving for two years as Chair of Governors and eleven years as Foundation Governor, from when Lady Margaret School became an Academy in 2012, The Rev'd Penelope Seabrook resigned as both Chair of Governors and as a Governor on 27 September 2023. The school wishes to take this opportunity to express its thanks and gratitude to Penny for her unstinting hard work, duty and commitment to the school over so many years. Arabella Macintyre has been appointed Chair of Governors with effect from 27 September 2023 and has seven years of experience as a Parent Governor, Foundation Governor and recently as Chair of the Curriculum Committee and Vice Chair of Governors. The school wishes Arabella all the best and looks forward to supporting and working with her as she takes on her new appointment.

The full schedule of Governing Body meetings took place in 2022/2022 and all meetings were held in person with a small number of governors opting to attend remotely on occasion.

The Full Governing Body met four times during 2022/2023 which was as scheduled. The Finance and Resources Committee met three times during 2022/2023 which was as scheduled. The Audit and Risk Management Committee met two times during 2022/2023 with a third meeting postponed until September 2023. The Full Governing Body met twice termly (October 2022 and December 2022) in the Autumn Term and once in each subsequent term (March 2023 and July 2023). The Finance and Resources Committee met once each term (December 2022, May 2023 and July 2023). The Audit and Risk Management Committee met twice (September 2022 and May 2023) with a third meeting postponed until September 2023.

Governance Statement (continued)

The Governing Body consider that meeting as a full committee four times a year provides a sufficient and robust oversight of the trust's financial resources. The Scheme of Delegation delegates significant financial oversight and control to The Finance and Resources Committee which meets three times a year to review the school's finances in detail, while the Full Governing Body maintains full responsibility for the school's finances. A report is provided by the Chair of The Finance and Resources Committee to each Full Governing Body Meeting three times a year on the most recent Finance and Resources Committee meeting. In total the trust creates the opportunity to review and discuss the school's finances seven times each year. In addition, budget monitoring and cashflow reports are produced each month for The Governing Body.

The financial oversight provided by the Scheme of Delegation is further reinforced by the monitoring of financial and non-financial risks provided by the Audit and Risk Management Committee which also scrutinises independent audit reports, audit management letters and audit recommendations. The Audit and Risk Management Committee is scheduled to meet three times a year and a report is provided by the Chair of The Audit and Risk Management Committee to each Full Governing Body Meeting three times a year on the most recent Audit and Risk Management Committee meeting.

The school's Scheme of Delegation creates a triangulation of financial oversight that is provided through the ten combined meetings of the Full Governing Body, The Finance and Resources Committee and The Audit and Risk Management Committee. The purpose of each of these committees and their reporting structure ensures that financial oversight is significantly maintained on a minimum of ten occasions each year.

A skills audit of the entire Governing Body was undertaken in Spring 2023 which invited governors to assess their skills against the key areas of Strategic Leadership, Accountability, People, Structures, Compliance, Equality, Diversity and Inclusion, and Self-Evaluation. The skills audit identified that across the areas of Strategic Leadership and Accountability governors ranked themselves with a score of three out of four, indicating that governors had related experience of these areas, good understanding and some experience gained in school. Across the areas of Structures, Compliance, Equality, Diversity and Inclusion governors ranked themselves with score of four out of four, indicating that governors had practical school-based experience of managing these areas, a good understanding and a high level of competence. In the area of People governors ranked themselves as a three and four.

The skills audit when broken down by individual governor showed a number of governors had more extensive skills and experience across a larger number of areas than other governors who had few skills and experience across a larger number of areas. Governors were able to self-evaluate in the skills audit about the further induction and training that was required in order to fill their knowledge gaps.

It was considered that these results reflected the composition of the Governing Body whereby a turnover of 50% had been experienced over the two-year period 2021 to 2023.

A named governor has been appointed to have oversight of the training and development of all governors. Training is a standing item on all Governing Body agendas and the Clerk maintains a record of the training attended by governors. Newly appointed governors are also encouraged to join several sub committees in order to build up their experience and knowledge. Governors

Governance Statement (continued)

appointed with key responsibilities e.g. Safeguarding and SEN continue to hold regular meetings with the school.

An externally provided full Governance Review took place as planned in 2022/2023 with the aim to review the governance and monitoring structures and delegations to ensure that governance is having a real impact on outcomes.

The review was undertaken against the Ofsted framework areas of Strategic Leadership, Accountability, People, Structures, Compliance and Evaluation and the findings were RAG rated. All areas were RAG rated 'Amber'.

The review identified that the school's governance could be improved if it was more strategically focused and its work was driven less by the 'here and now' and more by future strategy. That governors needed to further develop their knowledge of the school and have more confidence to ask the right questions which in turn will stimulate meaningful debate.

The review also found that The Governing Body was not carrying out its core governance functions as efficiently and effectively as it could be, as a result it:

1. Is not ensuring clarity of vision and strategic direction
2. Could hold executive leaders more firmly to account for the educational performance of the organisation and its pupils, and the and the effective and efficient performance management of staff
3. Is however overseeing the financial performance of the organisation and making sure its money is well spent

The review recognised that by improving its knowledge, understanding and practice, with further focussed development The Governing Body could significantly improve its efficiency and effectiveness.

Fifteen recommendations were made in the review and governors are working to distil these recommendations into an action plan for 2023/2024, commencing with a 'Strategy Day' in September 2023.

Conflicts of Interests

The Governing Body actively seeks to avoid conflict of interest through a series of measures.

All Governors are required to agree to an annual Code of Conduct which specifically requires Governors to declare any business, personal or other interests that they may have in connection with the Governing Body's business. Any declarations of that nature are recorded in the Register of Business Interests which is published on the school's website.

At the beginning of each Governing Body meeting Governors are required to declare any conflict of interest at the start of any meeting if required and should a conflicted matter arise during a meeting, Governors are required to leave the meeting for the duration of the discussion and any subsequent vote.

Governance Statement (continued)

The school ensures that in the interests of open governance, Governors full names, date of appointment, terms of office, roles on the Governing Body, attendance records, relevant business and pecuniary interests, category of governor and the body responsible for appointing them as Governor will be published on the school's website. Also that information relating to Governors will be collected and recorded on the DfE's national database of governors (Get information about schools), some of which will be publicly available.

Governors are required to sign a declaration form on taking office in order to declare that they are not barred or disqualified as a Company Director or Charity Trustee and not subject to a disqualification order.

All Governors are required to sign a Declaration of Related Party Interests and Fit and Proper Status each and every financial year.

Review of Value for Money

As Accounting Officer, the Headteacher has responsibility for ensuring that the academy trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the education and wider societal outcomes, as well as estates and management, achieved for the taxpayer resources received.

The Accounting Officer considers how the trust's use of its resources has provided good value for money during each academic year, and reports to the board of trustees where value for money can be improved, including the use of benchmarking data where available. The Accounting Officer for the academy has delivered improved value for money during the year, as follows:

- The school used the Crown Procurement Framework RM6103 Lot 5 to tender for six new digital SmartScreens for Science and a new wireless network infrastructure for the whole school. Four companies from the framework responded to the SmartScreen tender in addition to one of the school's existing suppliers. No companies from the framework responded to the Wi-Fi tender, one of the school's existing suppliers did respond to the Wi-Fi tender.
- In the case of the tender for the SmartScreens the school's existing supplier provided the most competitive quotation and was duly selected. The total cost of £37k for supply of hardware, installation, power, data, HDMI and redecoration was further mitigated by a generous donation of £30K from the school's PTA, representing a net cost of £7k to the school budget.
- The school was disappointed that no company responded to the Wi-Fi tender from the Crown Procurement Framework, particularly given the increasing expectation from the DfE and ESFA on schools to use such frameworks. The school's existing supplier submitted a tender for £47K which was rejected by the school due to lack of affordability. The Director of IT was able to leverage the school's existing relationship with its supplier to negotiate a package of reconditioned equipment that met the tender specification at a cost of £12K, representing a saving of £35K against the original tender submission.

Governance Statement (continued)

- As required by the Academy Trust Handbook the school tendered its audit services during 2022 in order that the Members of the Academy Trust were able to appoint an auditor, based on the recommendation of the Finance Committee at the Annual General Meeting in December 2022. Fourteen audit companies were selected from the DfE recommended purchasing framework Crescent Purchasing Consortium and after research five were selected for tender. A tender was submitted to the five audit companies and four responses were received, two respondents did not believe that they could compete with the audit fee currently being paid by the school and one respondent was unable to provide the resources required to provide an audit service. The school's existing auditor Haysmacintyre submitted a comprehensive tender that met the school's requirements and was therefore recommended to the members for appointment. Haysmacintyre have therefore been appointed as provider of audit services for the next five years.
- The school continues work to retender its catering contract with a consortium of local schools and is currently working to have a new contract in place for September 2024.
- ESFA Benchmarking Data for the school based on the 2021/2022 financial figures for academy and free secondary schools within a three mile radius demonstrates that the school is able to direct the majority of its financial resources to teaching staff.
 - The school ranked 14/15 for income out of the data set, with total income being 96.3% of total expenditure, compared to 121.9% for the 1/15 and 94.1% for the 15/15. When expressed per pupil the school ranked 13/15 for income, with total income being £7,396 per pupil, compared to £10,340 for 1/15 and £7,070 for 15/15.
 - The school ranked 2/15 for teacher expenditure out of the data set with teaching staff being 63% of total expenditure, compared to 76.6% for 1/15 and 44.9% for 15/15. When expressed per pupil the school ranked 7/15 for teachers with expenditure being £4,837 per pupil compared with £10,300 for 1/15 and £3,630 for 15/15.
- The above metrics demonstrate that despite having the second to lowest level of income as a percentage of total expenditure out of 15 local schools, the school is able to direct a larger proportion of its expenditure than 13/15 other schools to teachers. Also despite having the third to lowest income per pupil the school is able to spend more on teachers per pupil than 8/15 other local schools.
- The school operates an extensive plant and equipment maintenance schedule to comply with its statutory obligations. The school works with over 30 specialist suppliers over the course of a given year to ensure that its plant and equipment complies with health and safety regulations and is in good working order. Maintenance takes place across the areas of access and gate systems, asbestos, catering equipment, electrical systems and equipment, energy, fire safety, gas safety and heating, grounds and playground, legionella, lifts, pressure systems, security equipment, ventilation and air conditioning. The school also seeks to align

Governance Statement (continued)

its premises maintenance practices with the DfE's Good Estate Management for Schools (GEMS) guidance.

- ESFA Benchmarking Data for the school based on the 2021/2022 financial figures for academy and free secondary schools within a three mile radius, showed that the school

ranked 6/15 for premises expenditure out of the data set, with 7.4% of total expenditure being spent on the school premises compared to 10.1% for 1/15 and 2.2% for 15/15. When expressed per pupil the school ranked 7/15 with £570 per pupil being spent on the school's premises compared to £1,070 for 1/15 and £146 for 15/15.

The Purpose and System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate risk of failure and to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and priorities the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Lady Margaret Academy Trust for the period 1 September 2022 – 31 August 2023 and up to the date of approval of the annual report and financial statements.

Capacity to Handle Risk

The Governing Body has reviewed the key risks to which the academy trust is exposed together with the operating financial and compliance controls that have been implemented to mitigate those risks. The board of trustees is of the view that there is a formal on-going process for identifying, evaluation and managing the Academy Trust's significant risks that have been in place for the period 1 September 2022 – 31 August 2023 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by The Board of Governors.

The Risk and Control Framework

The Academy Trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a scheme of delegation and accountability. In particular it includes:

- Comprehensive budgeting and monitoring systems with an annual budget and period financial reports which are reviewed and agreed by the board of trustees
- Regular reviews by the Finance and Resources Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- Setting targets to measure financial and other performance
- Clearly defined purchasing (asset purchase or capital investment) guidelines
- Identification and management of risks

Governance Statement (continued)

The Governing Body in 2022/2023 decided to buy-in an internal audit service from Juniper Education Group Ltd who in turn provided specialist resource from Leadershipwise Ltd and Secure Schools Ltd.

Juniper Education Group Ltd.'s role included giving advice on financial matters and non-financial matters and performing a range of checks on the academy trust's financial and other systems. In particular the checks carries out in the current period included:

- An Internal Scrutiny of Governance was provided by external reviewer Leadershipwise Ltd. The review was undertaken against the Ofsted framework areas of Strategic Leadership, Accountability, People, Structures, Compliance and Evaluation and the findings were RAG rated. The following evidence was reviewed:
 - Thirteen interviews with Headteacher, Chair and Vice Chair of Governors, seven governors, Clerk to The Governing Body, Bursar and a Member of the Academy Trust
 - Governing Body minutes, which were scrutinised and a variety of supporting documents which were made available e.g. Scheme of Delegation, School Development Plan, Code of Conduct, policy review schedule etc.
 - Observation of a full Governing Body meeting
- An Internal Scrutiny of Cyber Security was provided by external reviewer Secure Schools Ltd that evaluated the school's compliance with current DfE and ESFA expectations and the IASME Governance standard for information security governance including the Cyber Essentials scheme. This following evidence was reviewed:
 - A self-evaluation audit of the following areas of information security governance:
 - Understanding your school
 - Leadership, risk management and governance
 - Information assets and risk management
 - Managing cloud services
 - People
 - Cyber Security Policy
 - Change management
 - Security testing, audit and assurance
 - Incident management, continuity and recovery
 - Discussions with a Trustee, SLT and Administration staff member
 - Internal and external vulnerability assessment

Twice a year, the internal auditor reports to The Governing Body, through the Audit and Risk Management Committee on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities. On an annual basis the internal auditor prepares an annual summary report to the committee outlining the areas reviewed, key findings, recommendations and conclusions to help the committee consider actions and assess year on year progress.

The Governing Body can confirm that its internal auditor has delivered their schedule of work as planned.

Governance Statement (continued)

The Internal Scrutiny Annual Summary 2022/2023 by Juniper Education Ltd provided an overall assurance rating of Satisfactory: There is generally a sound system of internal control processes, however there are a higher level of medium priority risks that low priority risks identified.

Thirty recommendations were made across the two scrutiny seven high priority, seven medium priority and one low priority, fifteen were unranked.

In the area of Cyber Security fifteen recommendations were made, eight were accepted if full, four were partially accepted and three were not accepted.

In the area of Governance fifteen recommendations were made and governors are working to distil these recommendations into an action plan for 2023/2024, commencing with a 'Strategy Day' in September 2023.

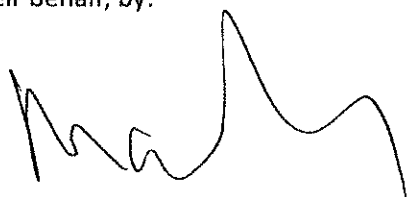
Review of Effectiveness

As Accounting Officer, the Headteacher has responsibility for reviewing the effectiveness of the system of internal control. During the period in question the review has been informed by:

- The work of the Internal Auditor
- The work of the External Auditor
- The Financial Management and Governance Self-Assessment Process or the School Resource Management Self-Assessment Tool
- The work of the Senior Leadership Team within the Academy who have responsibility for the development and maintenance for the internal control framework
- Correspondence from the ESFA

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Audit and Risk Management Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of The Governing Body on the 13 December 2023 and signed on their behalf, by:



Arabella Macintyre
Chair of Governors



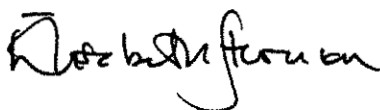
Elisabeth Stevenson
Headteacher

Statement on Regularity, Propriety and Compliance

As Accounting Officer of Lady Margaret Academy Trust I have considered my responsibility to notify The Governing Body and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with ESFA terms and conditions of funding, including for estates safety and management, under the funding agreement between the Academy Trust and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academy Trust Handbook 2022, including responsibilities for estates safety and management.

I confirm that I and the Academy Trust Board of Governors are able to identify any material irregular or improper use of funds by the Academy, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academy Trust Handbook 2022.

I confirm that no instances of material; irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the board of trustees and ESFA.



Elisabeth Stevenson
Headteacher

13 December 2023

Statement of Trustees' Responsibilities

The trustees (who act as governors of Lady Margaret School and are also the directors of the charitable company for the purposes of company law) are responsible for preparing The Governors' Report and the Financial Statements in accordance with the Annual Accounts Direction published by the Education Funding Agency, United Kingdom Accounting standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires The Governing Body to prepare financial statements for each financial year. Under company law The Governing Body must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, The Governing Body are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP 2019 and Academies Accounts Direction 2022 to 2023
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from the ESFA/DfE have been applied for the purposes intended.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of Trustees' Responsibilities (continued)

Approved by order of the members of The Governing Body on 13 December 2023 and signed on its behalf by:

A handwritten signature in black ink, appearing to be 'Arabella Macintyre', written in a cursive style.

Arabella Macintyre
Chair of Governors

Independent Auditor's Report

Independent auditor's report on the financial statements to the members of Lady Margaret School

Opinion

We have audited the financial statements of Lady Margaret School for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities SORP 2019 and the Academies Accounts Direction 2022 to 2023 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy affairs as at 31 August 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2022 to 2023 issued by the Education and Skills Funding Agency.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Academy Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the academy's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Governors with respect to going concern are described in the relevant sections of this report.

Independent Auditor's Report (continued)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Governors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Governors' Report (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Governors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Academy and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which includes the directors' report prepared for the purposes of company law)

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Governors' Responsibilities Statement, the Governors (who are also the directors of the Academy for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors determine is necessary to enable

Independent Auditor's Report (continued)

the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the Academy ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the Academy or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of the School and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Academies Act 2010, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Academies Accounts Direction 2022 to 2023.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to income and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing the controls and procedures of the charity, particularly in relation to the recording of income and processing of payments and payroll, to ensure these were in place throughout the year;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted that significantly impact on the result for the year or relate to areas subject to significant judgements or estimates and those areas considered to be higher risk; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Independent Auditor's Report (continued)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the academy's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the academy's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the academy and its members, as a body, for our audit work, for this report, or for the opinions we have formed



Siobhan Holmes (Senior Statutory Auditor)

for and on behalf of

Haysmacintyre LLP

Statutory Auditors

10 Queen Street Place

London

EC4R 1AG

Date: 13 December 2023

Independent Reporting Accountant's Report

Independent reporting accountant's assurance report on regularity to Lady Margaret School and the Education and Skills Funding Agency

In accordance with the terms of our engagement letter dated 18 October 2021 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2022 to 2023, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Lady Margaret School during the year 1 September 2022 to 31 August 2023 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Lady Margaret School and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Lady Margaret School and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Lady Margaret School and ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Lady Margaret School's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Lady Margaret School's funding agreement with the Secretary of State for Education dated 1 March 2013 and the Academies Financial Handbook, extant from 1 September 2022, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2022 to 2023. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2022 to 31 August 2023 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Independent Reporting Accountant's Report (continued)

Approach (continued)

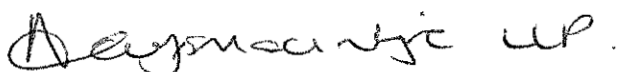
Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the Academy Trust's income and expenditure.

The work undertaken to draw our conclusion includes:

- Walkthrough testing of controls to ensure operational effectiveness.
- Substantive testing on a sample of expenditure items, ensuring expenditure is in accordance with the funding agreement and appropriately authorised.
- Detailed testing on a selection of expense claims.
- Review of minutes and related party declarations provided by Governors and senior management.

Conclusion

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2022 to 31 August 2023 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Haysmacintyre LLP
Reporting Accountants

Date: 13 December 2023

Statement of Financial Activities
for the year ended 31 August 2023
(including income and expenditure account)

	Notes	Restricted funds			2023 Total funds £	2022 Total funds £
		Unrestricted general funds £	General funds £	Fixed assets funds £		
Income from:						
Donations and capital grants	2	187,602	-	83,263	270,865	159,073
Charitable activities						
Funding for the academy trust's educational operations	3	241,978	5,758,517	-	6,000,495	5,525,138
Other trading activities	4	107,307	-	-	107,307	112,396
Investments	5	97	-	-	97	83
Total		536,984	5,758,517	83,263	6,378,764	5,796,690
Expenditure on:						
Raising funds	6	18,255	-	-	18,255	14,759
Charitable activities:						
Academy trust educational operations	7	610,666	5,831,517	33,577	6,475,760	5,981,737
Total		628,921	5,831,517	33,577	6,494,015	5,996,496
Net (expenditure) /income		(91,937)	(73,000)	49,686	(115,251)	(199,806)
Other gains						
Actuarial gains on defined benefit pension schemes	20	-	820,000	-	820,000	2,636,000
Net movement in funds		(91,937)	747,000	49,686	704,749	2,436,194
Reconciliation of funds						
Total funds brought forward		692,352	(1,105,000)	60,381	(352,267)	(2,788,461)
Total funds carried forward		600,415	(358,000)	110,067	352,482	(352,267)

All of the Academy's activities derived from continuing operations during the above two financial periods.

Balance Sheet
At 31 August 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	13		114,271		82,553
Current assets					
Debtors	14	79,146		46,175	
Cash at bank and in hand		<u>648,833</u>		<u>786,777</u>	
		727,979		832,952	
Liabilities					
Creditors: Amounts falling due within one year	15	<u>(131,768)</u>		<u>(162,772)</u>	
Net current assets			<u>596,211</u>		<u>670,180</u>
Total assets less current liabilities			<u>710,482</u>		<u>752,733</u>
Net assets excluding pension scheme liability			<u>710,482</u>		<u>752,733</u>
Defined benefit pension scheme liability	20		<u>(358,000)</u>		<u>(1,105,000)</u>
Total net assets			<u>352,482</u>		<u>(352,267)</u>
Funds of the academy trust:					
Restricted funds					
Fixed asset fund	16		110,067		60,381
Pension reserve	16		<u>(358,000)</u>		<u>(1,105,000)</u>
Total restricted funds			<u>(247,933)</u>		<u>(1,044,619)</u>
Unrestricted income funds					
General fund	16		<u>600,415</u>		<u>692,352</u>
Total funds			<u>352,482</u>		<u>(352,267)</u>

The financial statements were approved by the trustees and authorised for issue on 13 December 2023 and are signed on their behalf by

Arabella Macintyre
Chair of Governors



Statement of Cash Flows
for the year ended 31 August 2023

	Notes	2023 £	2022 £
Net cash inflow from operating activities			
Net cash (used in)/ provided by operating activities	A	(144,559)	171,688
Cash flows from investing activities	B	6,615	(52,297)
Change in cash and cash equivalents in the year	D	(137,944)	119,391
Cash and cash equivalents at beginning of year		786,777	667,386
Cash and cash equivalents at the end of the year	C	648,833	786,777
A Reconciliation of net (expenditure) to net cash flow from operating activities			
		2023 £	2022 £
Net (expenditure) for the reporting period (as per the statement of financial activities)		(115,251)	(199,806)
Adjusted for:			
Depreciation charges		45,027	25,508
Capital grants from DfE and other capital income		(83,263)	(20,994)
Interest receivable		(97)	(83)
Defined benefit pension scheme costs		73,000	346,000
(Increase)/decrease in debtors		(32,971)	49,754
(Decrease) /Increase in creditors		(31,004)	(28,691)
Net cash provided by/(used in) used in operating activities		(144,559)	171,688
B Cash flows from investing activities			
		2023 £	2022 £
Interest receivable		97	83
Purchase of tangible fixed assets		(76,745)	(73,374)
Capital grants from DfE/ESFA		53,263	20,994
Capital funding received from sponsors and others		30,000	
Net cash (used in)/provided by investing activities		6,615	(52,297)
C Analysis of cash and cash equivalents			
		2023 £	2022 £
Cash in hand and at bank		648,833	786,777
Total cash and cash equivalents		648,833	786,777
D Analysis of changes in net funds			
	Balance at 1 September 2022 £'000	Cash Flows £'000	Balance at 31 August 2023 £'000
Cash	786,777	(137,944)	648,833
Total	786,777	(137,944)	648,833

1 Statement of accounting policies

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgements and key sources of estimation uncertainty, is set out below.

Basis of Preparation

The financial statements of the academy trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2022 to 2023 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

Lady Margaret School meets the definition of a public benefit entity under FRS 102.

Going Concern

The Governors assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the academy trust to continue as a going concern.

The Governors make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the academy trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the academy trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

This assessment is based on the consideration of the Governors given to the of the schools cashflows and cashflow management, alongside its forecasts and its Strategic Development Plan, and at current pupil levels and expected future pupil levels of which the school continues to remain oversubscribed and continue to perform above the national average.

Income

Income is recognised when the academy trust has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Grants

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance related conditions, there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued.

General Annual Grant is recognised in full in the Statement of Financial Activities in the year for which it is receivable and any abatement in respect of the period is deducted from income and recognised as a liability.

Capital grants are recognised in full when there is an unconditional entitlement to the grant. Unspent amounts of capital grants are reflected in the balance sheet in the restricted fixed asset fund. Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended.

Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Other Income

Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the academy trust has provided the goods or services.

1 Statement of accounting policies (continued)

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on Raising Funds

This includes all expenditure incurred by the academy trust to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Charitable Activities

These are costs incurred on the academy trust's educational operations, including support costs and costs relating to the governance of the academy trust apportioned to charitable activities

All resources expended are inclusive of irrecoverable VAT.

Tangible Fixed Assets

Assets costing £3,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

The academy trust company occupies land and buildings which are owned by the Diocesan Board for Schools. The academy trust occupies the land and buildings under a mere licence. The Trustees of the Diocesan Board for Schools have given an undertaking to the Secretary of State that they will not give the academy trust less than two years notice to terminate the occupation of the land and buildings. Having considered the factual matrix under which the academy trust is occupying the land and buildings the governors have concluded that the value of the land and buildings occupied by the academy trust will not be recognised on the balance sheet of the academy trust. All leasehold improvements associated with the land and buildings will not be capitalised and instead expensed.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance Sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding requiring the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the Statement of Financial Activities and carried forward in the Balance Sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the Statement of Financial Activities. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

Fixtures, fittings and equipment - 3 years straight line

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

1 Statement of accounting policies (continued)

Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the academy trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions

Provisions are recognised when the academy trust has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

Leased Assets

Rentals under operating leases are charged on a straight line basis over the lease term.

Financial Instruments

The academy trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the academy trust and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 14. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 15. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discounts offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Taxation

The academy trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the academy trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1 Statement of accounting policies (continued)

Pensions Benefits

Retirement benefits to employees of the academy trust are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives with the academy trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary based on quadrennial valuations using a prospective unit credit method. TPS is an unfunded multi employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the academy trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to net income/(expenditure) are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

Fund Accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the academy trust at the discretion of the Governors.

Restricted fixed asset funds are resources, which are to be applied to specific capital purposes imposed by funders, where the asset acquired or created is held for a specific purpose.

Restricted general funds comprise all other restricted funds received with restrictions imposed by the funder/donor and include grants from the Department for Education.

Critical accounting estimates and assumptions

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The academy trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 20, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2023. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

**Notes to the Financial Statements
for the year ended 31 August 2023**

2 Donations and capital grants

	Unrestricted funds £	Restricted general funds £	Restricted fixed assets funds £	2023 Total funds £	2022 Total funds £
Capital grants	-	-	53,263	53,263	20,994
Other donations	187,602	-	30,000	217,602	138,079
	<u>187,602</u>	<u>-</u>	<u>83,263</u>	<u>270,865</u>	<u>159,073</u>

In 2022, of the total income from donations and capital grants, £138,079 was to unrestricted funds and £20,994 was to restricted fixed asset funds.

3 Funding for the Academy Trust's educational operations

	Unrestricted funds £	Restricted general funds £	2023 Total funds £	2022 Total funds £
DfE / ESFA grants				
General Annual Grant (GAG)	-	5,433,912	5,433,912	5,165,279
Other DfE / ESFA Grants				
Pupil premium	-	162,347	162,347	174,369
	<u>-</u>	<u>5,596,259</u>	<u>5,596,259</u>	<u>5,339,648</u>
Other Government grants				
Special educational projects	-	162,258	162,258	111,166
	<u>-</u>	<u>162,258</u>	<u>162,258</u>	<u>111,166</u>
Other income from the academy trust's educational operations	241,978	-	241,978	74,324
	<u>241,978</u>	<u>5,758,517</u>	<u>6,000,495</u>	<u>5,525,138</u>

In 2022, of the total income from charitable activities, £74,324 was to unrestricted funds and £5,450,814 was to restricted general funds.

4 Other trading activities

	Unrestricted funds £	Restricted general funds £	2023 Total funds £	2022 Total funds £
Hire of facilities	107,307	-	107,307	112,396
	<u>107,307</u>	<u>-</u>	<u>107,307</u>	<u>112,396</u>

In 2022, of the total income from other trading activities, £112,396 was to unrestricted funds.

5 Investment income

	Unrestricted funds £	Restricted general funds £	2023 Total funds £	2022 Total funds £
Short term deposits	97	-	97	83
	<u>97</u>	<u>-</u>	<u>97</u>	<u>83</u>

In 2022, of the total investment income, £83 was to unrestricted funds.

**Notes to the Financial Statements
for the year ended 31 August 2023**

6 Expenditure (2023)

	Non Pay Expenditure			2023	2022
	Staff costs	Premises	Other	Total funds	Total funds
	£	£	£	£	£
Expenditure on raising funds	-	-	18,255	18,255	14,759
Academy's educational operations:					
Direct costs	4,330,635	-	436,225	4,766,860	4,221,824
Allocated support costs	829,144	504,520	375,236	1,708,900	1,759,913
	<u>5,159,779</u>	<u>504,520</u>	<u>829,716</u>	<u>6,494,015</u>	<u>5,996,496</u>

Expenditure (2022)

	Non Pay Expenditure			2022	2021
	Staff costs	Premises	Other	Total funds	Total funds
	£	£	£	£	£
Expenditure on raising funds	-	-	14,759	14,759	-
Academy's educational operations:					
Direct costs	3,992,954	-	228,870	4,221,824	4,064,507
Allocated support costs	735,380	393,652	630,881	1,759,913	1,730,198
	<u>4,728,334</u>	<u>393,652</u>	<u>874,510</u>	<u>5,996,496</u>	<u>5,794,705</u>

In 2022, of the total expenditure, £199,682 was to unrestricted funds, £nil was to restricted fixed asset funds and £5,796,814 was to restricted general funds.

	2023	2022
	£	£
Net expenditure for the year includes:		
Operating lease rentals	19,386	14,572
Depreciation	45,027	25,508
Fees payable to auditor for Audit	15,010	14,010
Other services	<u>5,650</u>	<u>4,000</u>

7 Charitable activities

	2023	2022
	Total funds	Total funds
	£	£
Direct costs - educational operations	4,766,860	4,236,583
Support costs - educational operations	1,708,900	1,759,913
	<u>6,475,760</u>	<u>5,996,496</u>

	2023	2022
	Total funds	Total funds
	£	£
Analysis of support costs		
Support staff costs	829,144	735,380
Depreciation	45,027	25,508
Premises costs	504,520	393,652
Legal costs - other	4,900	4,113
Other support costs	245,035	544,698
Governance costs	80,274	56,562
Total support costs	<u>1,708,900</u>	<u>1,759,913</u>

8 Staff

(a) Staff costs

Staff costs during the period were:

	2023 Total funds £	2022 Total funds £
Wages and salaries	3,667,657	3,378,860
Social security costs	409,408	377,360
Pension costs	804,842	740,248
	4,881,907	4,496,468
Agency staff costs	255,900	226,866
Staff restructuring costs	21,972	5,000
	5,159,779	4,728,334
Staff restructuring costs comprise:		
Severance payments	21,972	5,000
	21,972	5,000

(b) Non statutory/ non-contractual staff severance payments

The academy trust paid 1 severance payment in the year, disclosed in the following band:

0 - £25,000 1

- (c) Included in staff restructuring costs are special severance payments totalling £21,972 (2022: £5,000). Individually, the payment was: £21,972.

(d) Staff numbers

The average numbers of persons employed by the Academy during the period was as follows:

	2023 No.	2022 No.
Teachers	52	50
Administration and support	32	32
Management	7	7
	91	89

(e) Higher paid staff

The number of employees whose employee benefits (excluding employer pension costs and employer national insurance contributions) exceeded £60,000, was:

	2023 No.	2022 No.
£60,001 - £70,000	2	-
£70,001 - £80,000	2	3
£80,001 - £90,000	-	3
£90,001 - £100,000	3	-
£110,001 - £120,000	-	-
£120,001 - £130,000	1	1

(f) Key management personnel

The key management personnel of the academy trust comprise the Governors and the senior management team as listed on page 1. The total amount of key management personnel benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the academy trust was £925,002 (2022: £825,016).

9 Related Party Transactions - Governors' remuneration and expenses

One or more Governors has been paid remuneration or has received other benefits from an employment with the academy trust. The principal and other staff Governors only receive remuneration in respect of services they provide undertaking the roles of principal and staff members under their contracts of employment, and not in respect of their role as Governors.

	2023 £	2022 £
E Stevenson		
Remuneration	125,000 - 130,000	120,000 - 125,000
Employer's pension contributions paid	25,000 - 30,000	25,000 - 30,000
C Walton		
Remuneration	75,000 - 80,000	
Employer's pension contributions paid	15,000 - 20,000	
K Foulds		
Remuneration	60,000 - 65,000	55,000 - 60,000
Employer's pension contributions paid	10,000 - 15,000	10,000 - 15,000
V Premkumar		
Remuneration		20,000 - 25,000
Employer's pension contributions paid		5,000 - 10,000
L Smith		
Remuneration	35,000 - 40,000	
Employer's pension contributions paid	5,000 - 10,000	
A Sparrow		
Remuneration	10,000 - 15,000	
Employer's pension contributions paid	2,000	

During the period ended 31 August 2023, no expenses were reimbursed or paid directly to Governors in respect to travel or subsistence (2022: £nil). Subscription of £101 was paid on behalf of the entire governing body (2022: £90).

10 Governors' and Officers' insurance

The academy trust has opted into the Department for Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy trust business. The insurance provides unlimited cover. It is not possible to quantify the trustees and officers element from the overall cost of the RPA scheme.

11 Members liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

12 Related party transactions

Owing to the nature of the academy trust and the composition of the board of trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the AFH and with the academy trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

Expenditure related party transaction.

During the year payments totalling £6,008 were made to The London Diocesan Board of School and its subsidiary (2022 £17,211). There were no outstanding balances at the year-end.

Income related party transaction:

The Lady Margaret School Foundation made a donation to the School of £7,604 (2022: £4,994). There were no outstanding balances at the year-end.

Donations were made by Governors to the School's Rose Fund, totalling £78 (2022: £nil).

**Notes to the Financial Statements
for the year ended 31 August 2023**

13 Tangible fixed assets

	Furniture and equipment £	Total funds £
Cost		
At 1 September 2022	506,927	506,927
Additions	76,745	76,745
At 31 August 2023	<u>583,672</u>	<u>583,672</u>
Depreciation		
At 1 September 2022	424,374	424,374
Charge in year	45,027	45,027
At 31 August 2023	<u>469,401</u>	<u>469,401</u>
Net book value		
At 31 August 2023	114,271	114,271
At 31 August 2022	<u>82,553</u>	<u>82,553</u>

14 Debtors

	2023 £	2022 £
Trade debtors	2,927	3,349
VAT recoverable	28,831	18,844
Other debtors	-	-
Prepayments and accrued income	47,388	23,982
	<u>79,146</u>	<u>46,175</u>

15 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	-	-
Other creditors	17,334	19,238
Accruals and deferred income	114,434	143,534
	<u>131,768</u>	<u>162,772</u>
Deferred income		
Deferred income at 1 September 2022	35,034	-
Released from previous years	(35,034)	-
Resources deferred in the year	52,963	35,034
Deferred income at 31 August 2023	<u>52,963</u>	<u>35,034</u>

Deferred income relates to grants and trading income received in advance.

**Notes to the Financial Statements
for the year ended 31 August 2023**

16 Funds

	Balance at 1 September 2022 £	Income £	Expenditure £	Gains, losses and transfers £	Balance at 31 August 2023 £
Restricted general funds					
General Annual Grant (GAG)	-	5,433,912	(5,433,912)	-	-
Pupil Premium	-	162,347	(162,347)	-	-
SEN	-	162,258	(162,258)	-	-
Pension reserve	(1,105,000)	-	(73,000)	820,000	(358,000)
	<u>(1,105,000)</u>	<u>5,758,517</u>	<u>(5,831,517)</u>	<u>820,000</u>	<u>(358,000)</u>
Restricted fixed asset funds					
DfE/ESFA capital grants	60,381	53,263	(3,577)	-	110,067
Other donations for capital expenditure	-	30,000	(30,000)	-	-
	<u>60,381</u>	<u>83,263</u>	<u>(33,577)</u>	<u>-</u>	<u>110,067</u>
Total restricted funds	<u>(1,044,619)</u>	<u>5,841,780</u>	<u>(5,865,094)</u>	<u>820,000</u>	<u>(247,933)</u>
Unrestricted funds					
General funds	692,352	536,984	(628,921)	-	600,415
Total unrestricted funds	<u>692,352</u>	<u>536,984</u>	<u>(628,921)</u>	<u>-</u>	<u>600,415</u>
Total funds	<u>(352,267)</u>	<u>6,378,764</u>	<u>(6,494,015)</u>	<u>820,000</u>	<u>352,482</u>

Comparative information in respect of the preceeding period is as follows:

	Balance at 1 September 2021 £	Income £	Expenditure £	Gains, losses and transfers £	Balance at 31 August 2022 £
Restricted general funds					
General Annual Grant (GAG)	-	5,165,279	(5,165,279)	-	-
Pupil Premium	-	174,369	(174,369)	-	-
SEN	-	111,166	(111,166)	-	-
Pension reserve	(3,395,000)	-	(346,000)	2,636,000	(1,105,000)
	<u>(3,395,000)</u>	<u>5,450,814</u>	<u>(5,796,814)</u>	<u>2,636,000</u>	<u>(1,105,000)</u>
Restricted fixed asset funds					
DfE/ESFA capital grants	39,387	20,944	-	-	60,331
	<u>39,387</u>	<u>20,944</u>	<u>-</u>	<u>-</u>	<u>60,331</u>
Total restricted funds	<u>(3,355,613)</u>	<u>5,471,758</u>	<u>(5,796,814)</u>	<u>2,636,000</u>	<u>(1,044,669)</u>
Unrestricted funds					
General funds	567,152	324,882	(199,682)	-	692,352
Total unrestricted funds	<u>567,152</u>	<u>324,882</u>	<u>(199,682)</u>	<u>-</u>	<u>692,352</u>
Total funds	<u>(2,788,461)</u>	<u>5,796,640</u>	<u>(5,996,496)</u>	<u>2,636,000</u>	<u>(352,317)</u>

The specific purposes for which the funds are to be applied are as follows

The General Annual Grant is funding from the DfE for the Academy's operating costs.

SEN funding is used to meet the needs of pupils with statements or pupils requiring support under School Action or School Action Plus.

Pupil premium is used to fund the Academy's operating costs.

DfE/ESFA capital grants were to fund the purchase of fixed assets.

**Notes to the Financial Statements
for the year ended 31 August 2023**

17 Analysis of net assets between funds

	Unrestricted funds £	Restricted general funds £	Restricted fixed asset funds £	Total funds £
Fund balances at 31 August 2023 are represented by:				
Tangible fixed assets	114,271	-	-	114,271
Current assets	617,962	-	110,017	727,979
Current liabilities	(131,768)	-	-	(131,768)
Pension scheme liability	-	(358,000)	-	(358,000)
Total net assets	600,465	(358,000)	110,017	352,481

Comparative information in respect of the preceeding period is as follows:

	Unrestricted funds £	Restricted general funds £	Restricted fixed asset funds £	Total funds £
Fund balances at 31 August 2022 are represented by:				
Tangible fixed assets	82,553	-	-	82,553
Current assets	772,571	-	60,381	832,952
Current liabilities	(162,772)	-	-	(162,772)
Pension scheme liability	-	(1,105,000)	-	(1,105,000)
Total net assets	692,352	(1,105,000)	60,381	(352,267)

18 Capital commitments

	2023 £	2022 £
Contracted for, but not provided in the financial statements.	-	-

19 Commitments under operating leases

At 31 August 2023 the total of the academy trust's future minimum lease payments for operating equipment under non-cancellable operating leases was:

	2023 £	2022 £
Amounts due within one year	16,372	12,339
Amounts due between one and five years	24,788	35,111
	41,160	47,450

20 Pensions and similar obligations

The academy trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff managed by the London Borough of Hammersmith and Fulham. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2019.

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academy trusts. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- Employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy);
- Total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million;
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2024.

The pension charge for the year includes contributions payable to the TPS of £611,411 (2022: £563,678).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The academy trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The academy trust has set out above the information available on the scheme.

Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2022 was £254,197 (2022: £229,000), of which employer's contributions totalled £193,431 (2023: £177,000) and employees' contributions totalled £60,766 (2022: £52,000). The agreed contribution rates for future years are 23.9% for employers and 5.5-12.5% for employees.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on GOV.UK.

20 Pensions and similar obligations (continued)

Principal actuarial assumptions

	At 31 August 2023	At 31 August 2022
Rate of increase of salaries	4.00%	4.05%
Rate of increase for pensions in payment/inflation	3.00%	3.05%
Discount rate for scheme liabilities	5.20%	4.25%
Inflation assumption (CPI)	3.00%	3.05%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates.
The assumed life expectations on retirement age 65 are:

Current mortality rates

	At 31 August 2023	At 31 August 2022
<i>Retiring today</i>		
Males	21.6	21.4
Females	24.3	24.1
<i>Retiring in 20 years</i>		
Males	22.6	22.9
Females	25.6	26.1

Below sets out the impact on the present value of defined benefit obligations of changes in key assumptions:

Sensitivity analysis

	At 31 August 2023 £000	At 31 August 2022 £000
Discount rate -0.1%	3,110	3,461
Mortality assumption – 1 year increase	3,171	3,529
CPI rate +0.1%	3,110	3,461

The academy trust's share of the assets in the scheme were:

	Fair value at 31 August 2023 £	Fair value at 31 August 2022 £
Equities	1,668,420	1,487,200
Corporate bonds	618,930	366,080
Property	376,740	411,840
Cash and other liquid assets	26,910	22,880
Other	-	-
Total market value of assets	2,691,000	2,288,000

The actual return on scheme assets was £(65,000) (2022: £(72,000))

**Notes to the Financial Statements
for the year ended 31 August 2023**

20 Pensions and similar obligations (continued)

Amount recognised in the statement of financial activities

	2023	2022
	£	£
Current service cost	(219,000)	(464,000)
Interest income	102,000	37,000
Interest cost	(149,000)	(96,000)
Total amount recognised in the Statement of Financial Activities	(266,000)	(523,000)

Changes in the present value of defined benefit obligations were as follows:

	2023	2022
	£	£
At 1 September	3,393,000	5,573,000
Current service cost	219,000	464,000
Interest cost	149,000	96,000
Employee contributions	61,000	52,000
Actuarial (gain)/loss	(726,000)	(2,745,000)
Benefits paid	(47,000)	(47,000)
At 31 August	3,049,000	3,393,000

Changes in the fair value of academy's share of scheme assets:

	2023	2022
	£	£
At 1 September	2,288,000	2,178,000
Interest income	102,000	37,000
Actuarial gain/(loss)	94,000	(109,000)
Employer contributions	193,000	177,000
Employee contributions	61,000	52,000
Benefits paid	(47,000)	(47,000)
At 31 August	2,691,000	2,288,000